

Choosing Leaders - The Key to Success

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R-E-S-P-E-C-T?

Case Study

You are the CEO of a large company. You are meeting with one of your Vice-Presidents to discuss your mutual concerns about Dana, the head of your Projects Directorate. You hired Dana several months ago, with high expectations. But Dana has disappointed you. Your biggest projects are slipping way behind schedule, and Dana is demanding ever-increasing budgets. Your Board of Directors is up in arms over the lack of progress, and are badgering you to take some action against Dana. On the spur of the moment, you suggest to your VP that you pay a visit to Dana. When you get to Dana's office, the administrative assistant tells you Dana is at a meeting and is expected back shortly. You ask if you can wait. The two of you take a seat in Dana's office. Thirty minutes later, unknown to you, Dana returns, and the administrative assistant informs Dana that you and your VP are waiting in Dana's office. Dana says "I am going home" and leaves. Fifteen minutes later you ask the administrative assistant if Dana will be back soon. The administrative assistant informs you that Dana has gone home for the day. You ask if Dana was aware that you were waiting, and you are told that Dana was aware of that. Your VP is livid at Dana's lack of respect. What, if anything, should you do in this situation?

A Good Choice?

Case Study

You are a college senior. You're a business major. You have a crush on a very attractive and popular young woman named Megan. You ask her to go out. To your joy (and amazement), she accepts. You decide to go all-out to impress her on your first date.

Megan has a friend named Kristen. You met Kristen once, very briefly, at a party. You talked to her for a total of thirty seconds. For some unexplained reason, Kristen took a dislike to you. When Megan told Kristen about your date, Kristen said "I can't believe you would date an ugly loser like him!" Kristen convinced Megan to turn the date into a trick on you. Sadly for you, Megan agreed.

You arrive at the high class restaurant where Megan is supposed to meet you. You have an expensive flower arrangement to give to her. She is late, so you order a bottle of their best French wine. She never shows up. After two hours, embarrassed and angry, you give up and go home. A few days later, someone tells you the story behind what happened, and Kristen's role in it. You completely avoid both Megan and Kristen following this incident.

Six years later, you own your own business. It is thriving. Unfortunately, your Chief Financial Officer (CFO) was caught with his hand in the till. You fire him. A friend says that he knows of a highly qualified CFO who works for a company that is relocating. That CFO does not want to move and is job hunting. You do some research and you find out that this CFO is considered one of the brightest and most capable in the industry. Everyone you talk to raves about her, and says you would be a fool to not offer her the job. You get a copy of this person's resume. It is stunning – this person is perfect for your company, and could really help your business prosper. There is only one problem. That CFO is Kristen.

Do you recruit her?

Case Study Historical Figures

- Abraham Lincoln
 - President of the United States
 - Commander in Chief of the Armed Forces
- George McClellan
 - One-Time General in Chief of the United States Army
- The setting
 - The American Civil War
 - At stake - the continuation of the United States
 - The cost - four years, 620,000 deaths
 - The Focal Point – The Battle of Antietam
 - September 17, 1862
 - Bloodiest day in American history
 - Over 23,000 killed, wounded, & missing
 - Considered by many to be the turning point of the American Civil War



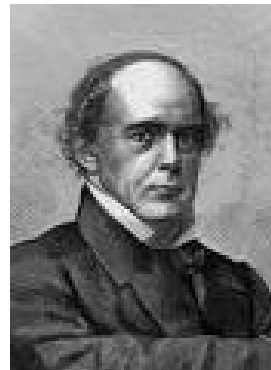
May 1860 - Lincoln Nominated at Republican Party National Convention



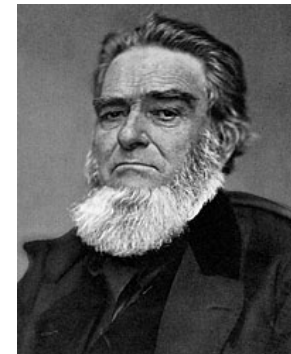
Chicago "Wigwam" Convention Site



William Seward

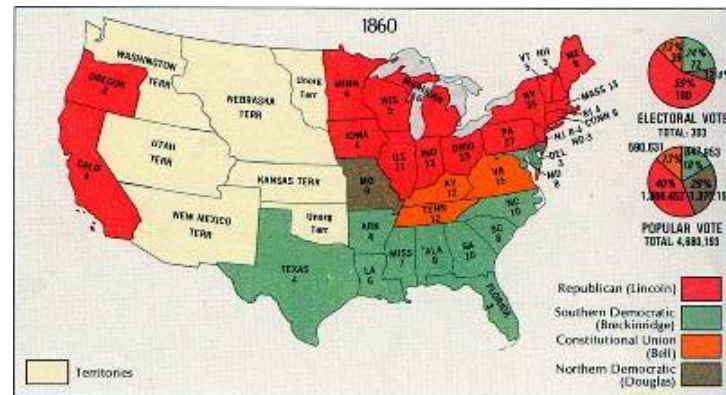


Salmon Chase



Edward Bates

The Presidential Election of 1860



Results of 1860 Presidential Election



Northern Democrat
Stephen Douglas



Southern Democrat
John Breckenridge



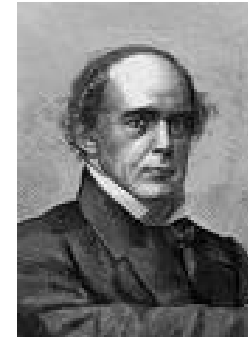
Constitutional Union
John Bell

March 1861 - The New President Faces a Crisis

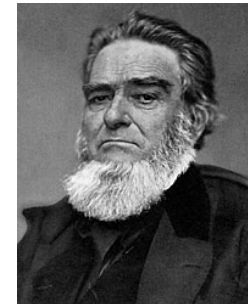


Fort Sumter, April 12, 1861

Secretary of War, Simon
Cameron



Salmon Chase,
Secretary of the
Treasury



Edward Bates,
Attorney General



William Seward,
Secretary of State

July 1861 -The Disaster At Bull Run



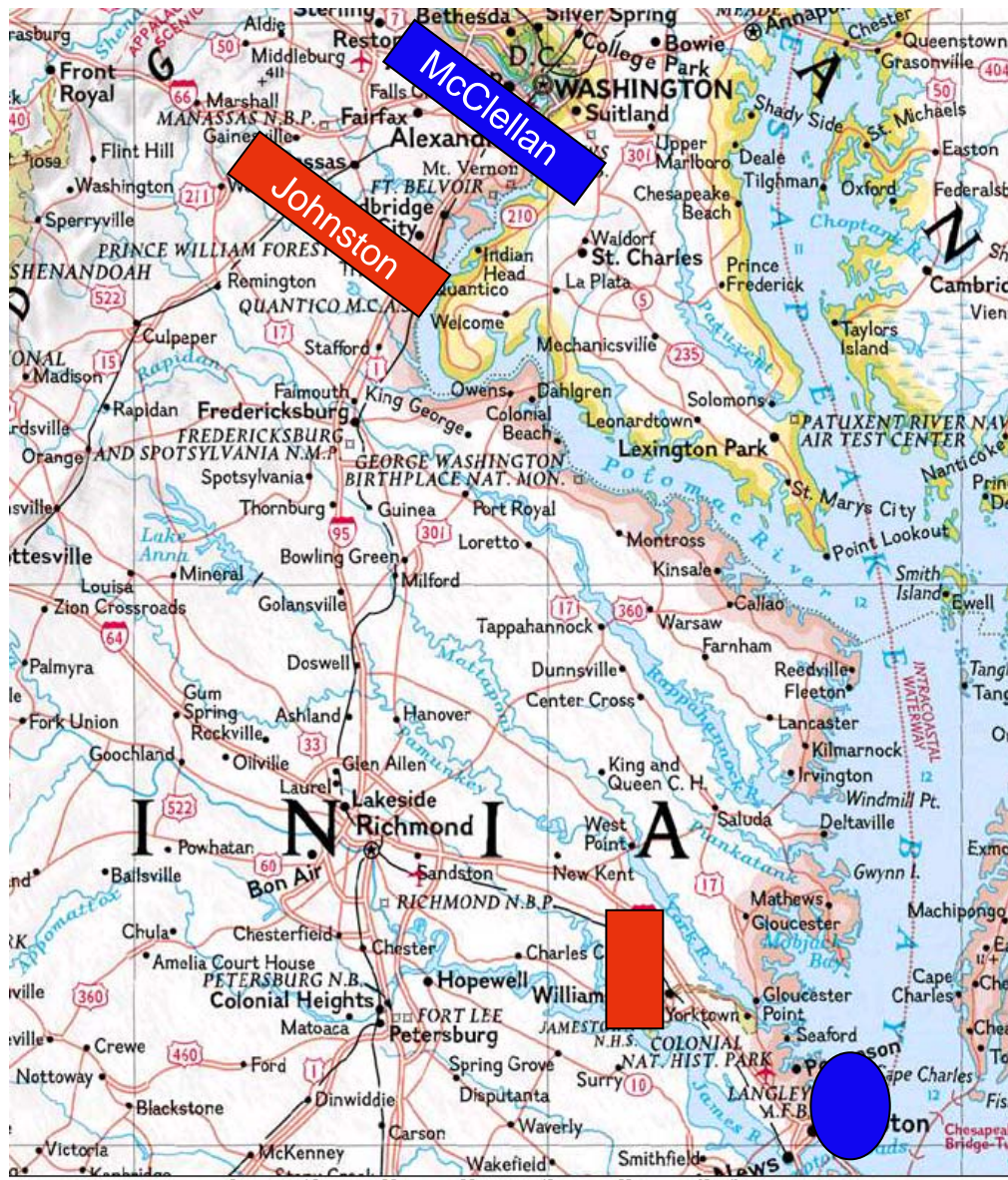
First Battle of Bull Run (First Manassas)

July 1861 – McClellan's Arrival

MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862



Late Fall of 1861



McClellan's Union Army of the Potomac is massed near Washington, DC, while General Joe Johnston's Confederate army occupies the ground near the strategic rail junction at Manassas, VA. The Union, due to the superiority of its navy, is able to retain control of key areas along the coast, one of which is Fortress Monroe, at the end of the peninsula formed by the James and York rivers.

Relations Sour - Case Study R-E-S-P-E-C-T

MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862



McClellan
(aka Dana)



A Scene From Camp



Congressman
Wade of the Joint
Committee on the
Conduct of the
War



Potomac River, Near
Washington

Case Study - A Good Choice?

MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862

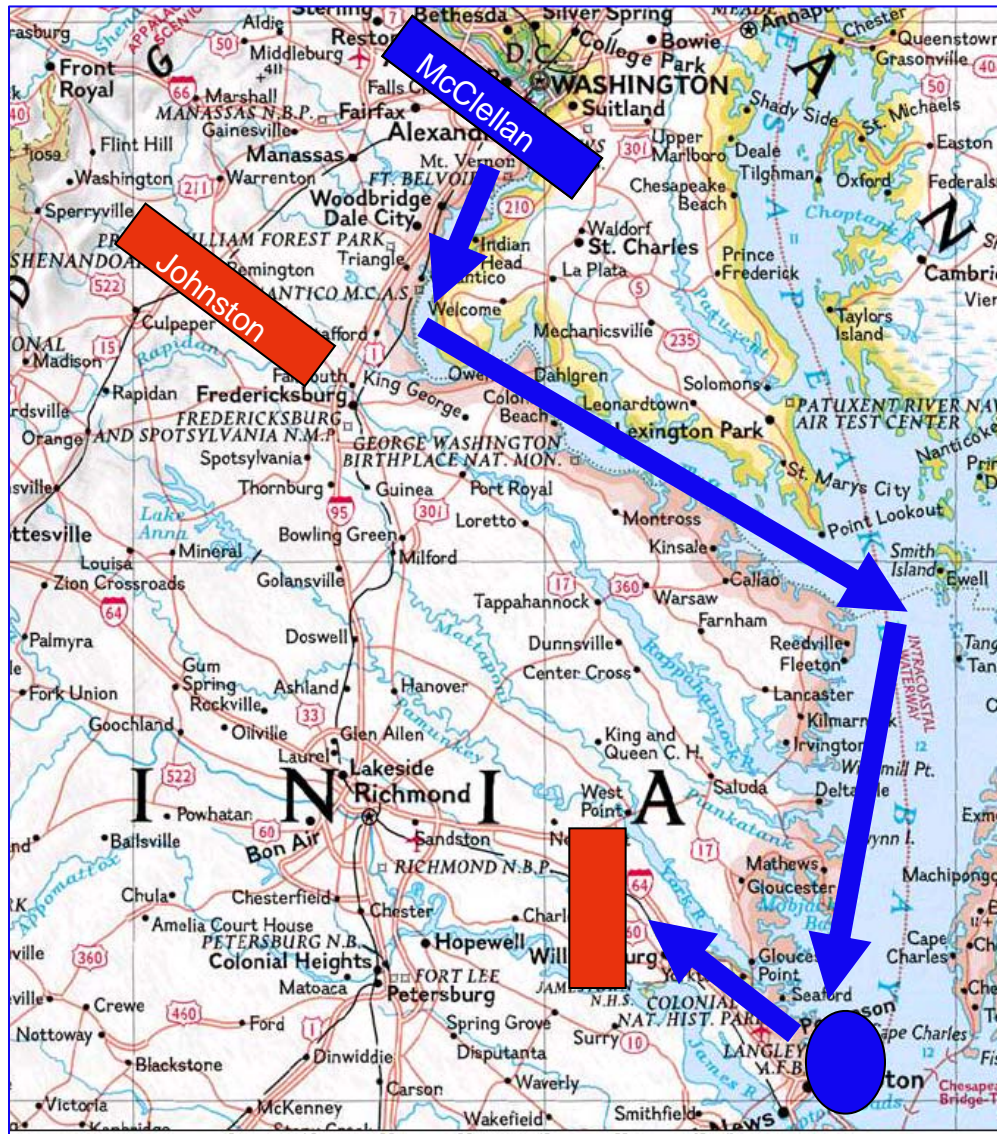


First Secretary of War,
Simon Cameron



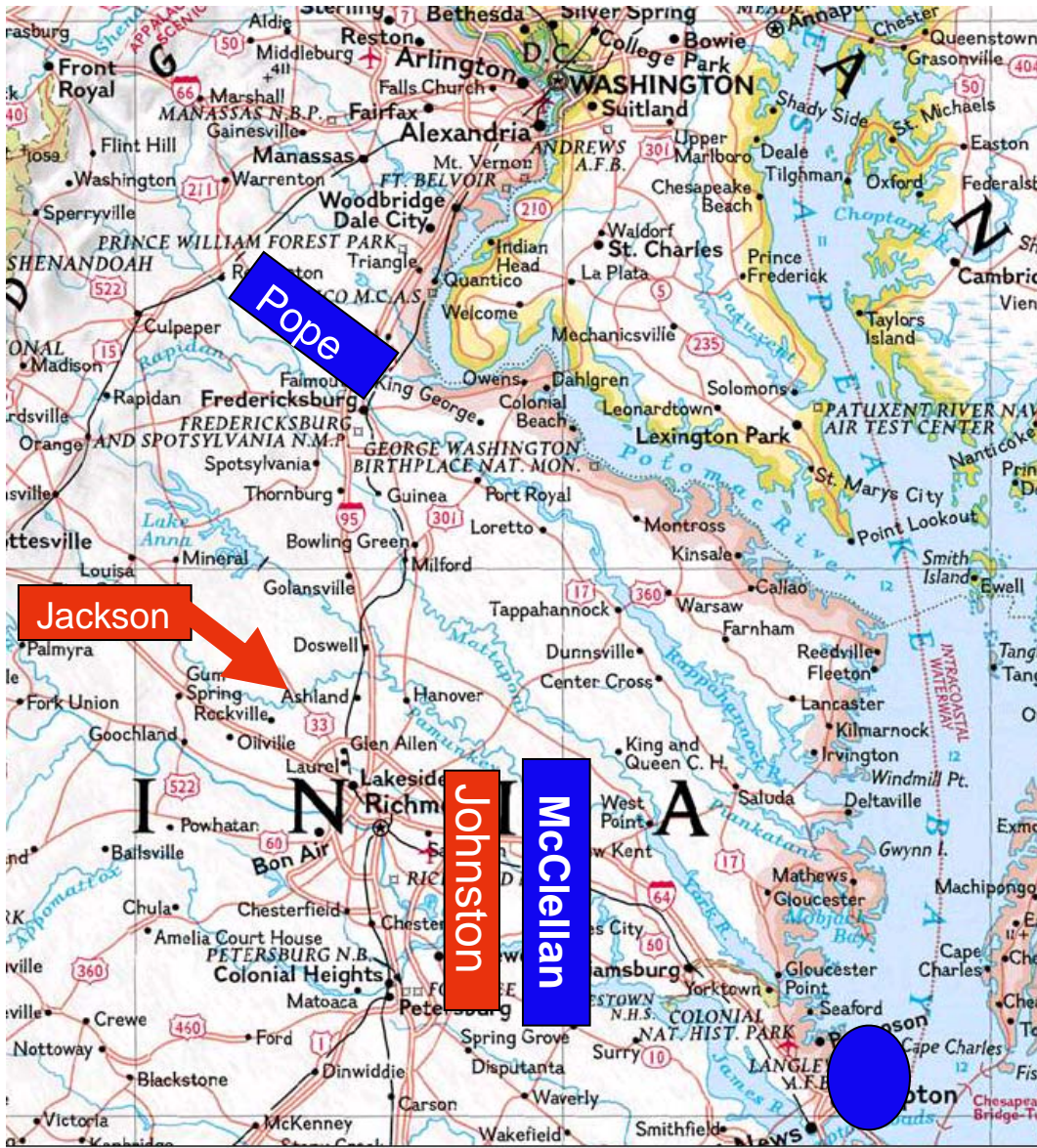
New Secretary of War,
Edwin Stanton (aka Kristen)

Plan for Peninsula Campaign



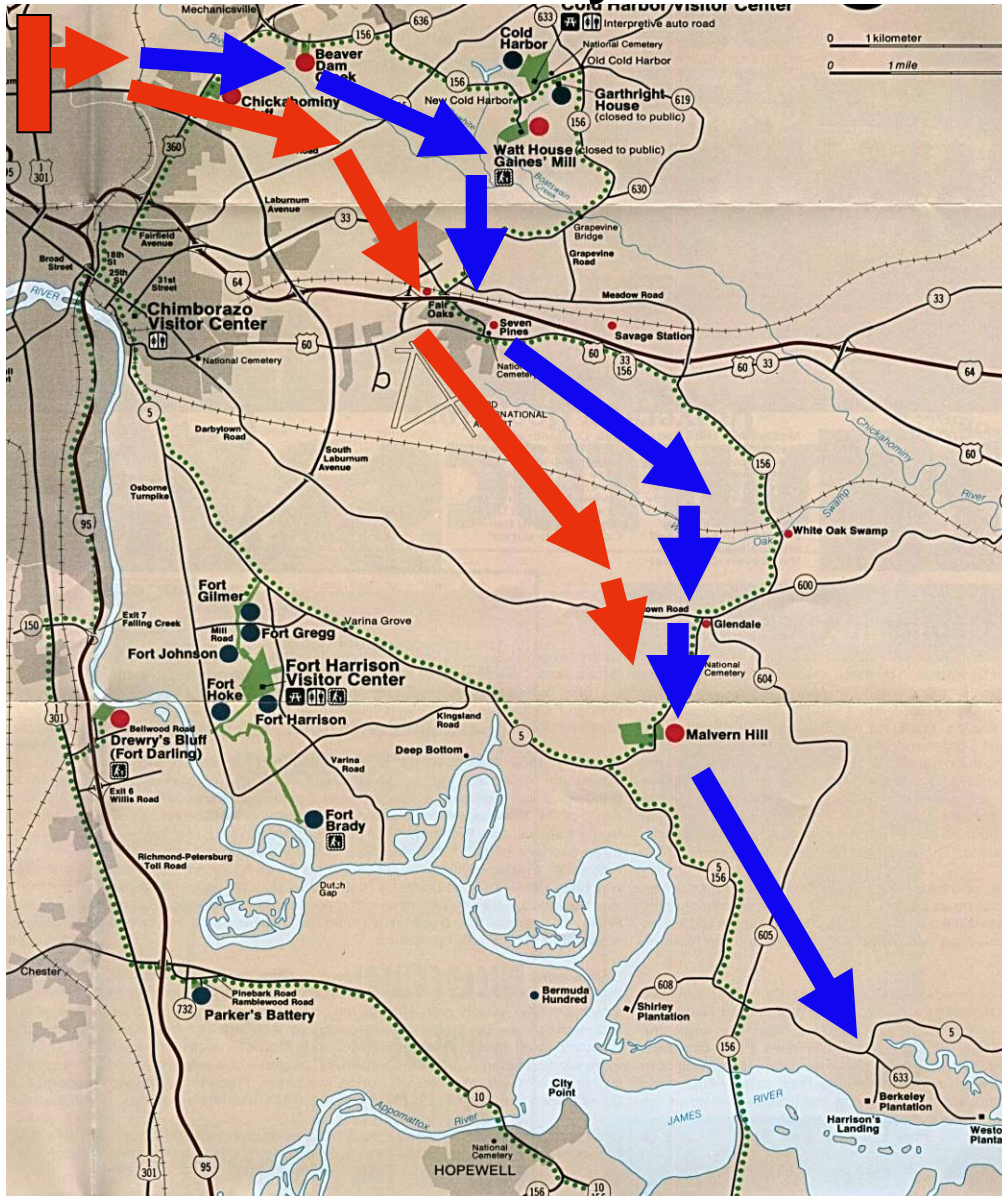
McClellan's plan is to take advantage of the superiority of the Union navy to transport his army down the Potomac River to near the mouth of the Chesapeake Bay, assemble that army near the Union-held Fortress Monroe, and advance toward Richmond northwestward, on the peninsula formed by the York and James Rivers.

Late May of 1862



The opposing Union and Confederate armies, commanded by McClellan and Johnston, face each other just east of the Confederate capital of Richmond. Union soldiers under General Pope protect the capital by blocking the route to Washington, DC. The Confederate Army under Stonewall Jackson has completed its very successful Shenandoah Valley campaign, and is moving eastward to combine with the Confederate army near Richmond.

The Seven Days Battle



Under its new commander, Robert E. Lee, the Confederate Army launches a successful attack against the right flank of McClellan's army. McClellan transfers his base of supply from the York to the James River, and retreats to the southeast. Lee's army pursues relentlessly. The two armies fight a series of sharp battles. At the end of the fighting, the Union army has retreated to its supply base at Harrison's Landing, protected by the heavy artillery of the Union warships, and is bottled up against the James River.

July 1862 - Lincoln Uses His Own Eyes

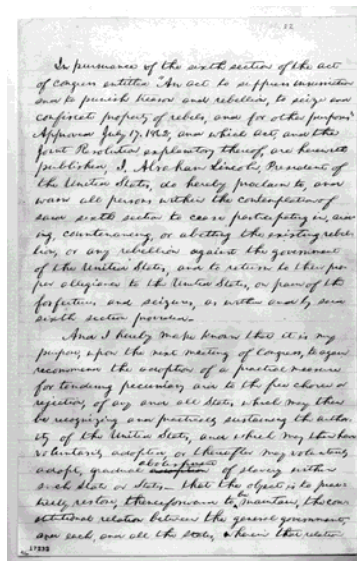
MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862



Union Army Supply Base, Harrison's Landing

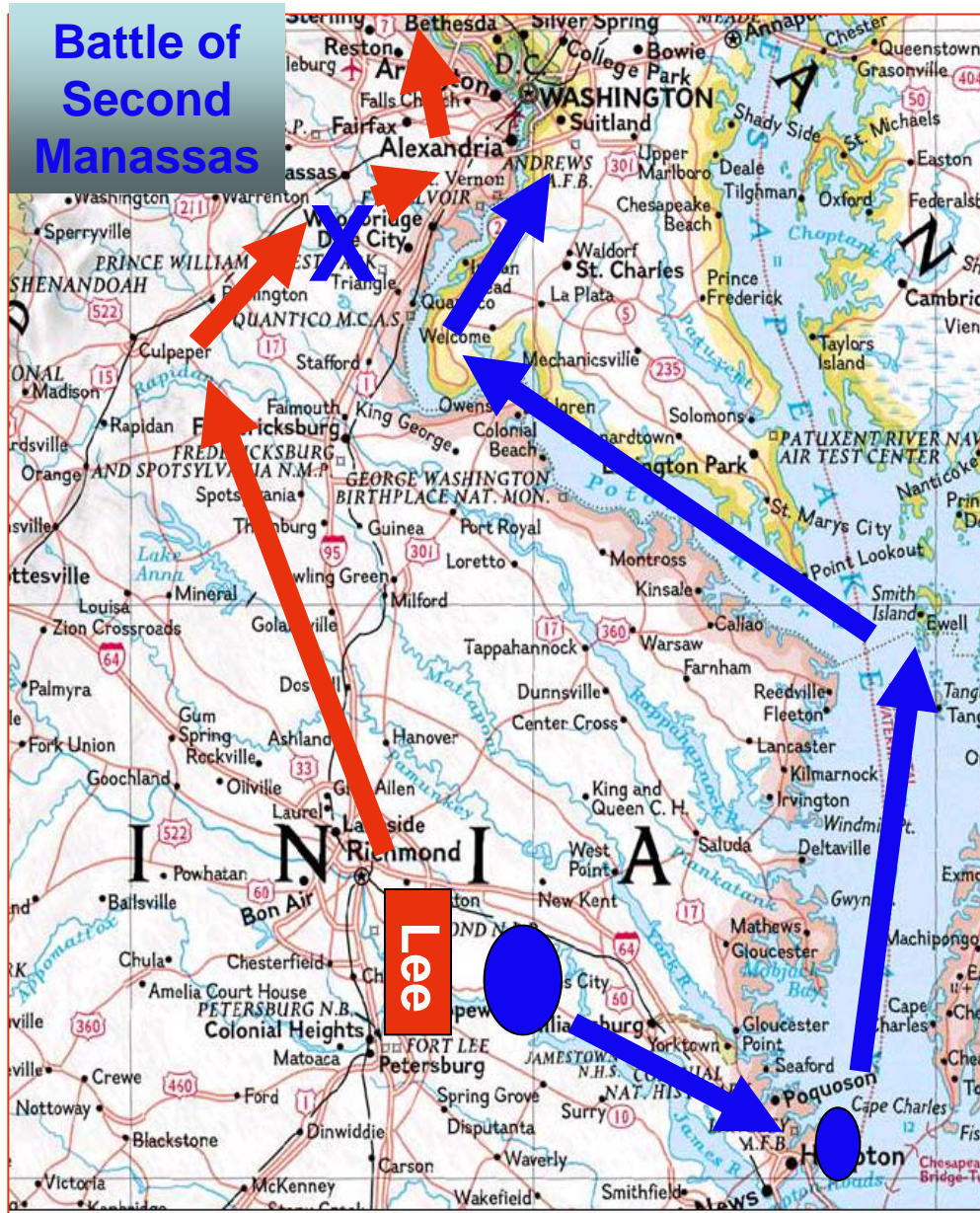
Lincoln's Team & the Emancipation Proclamation

MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862



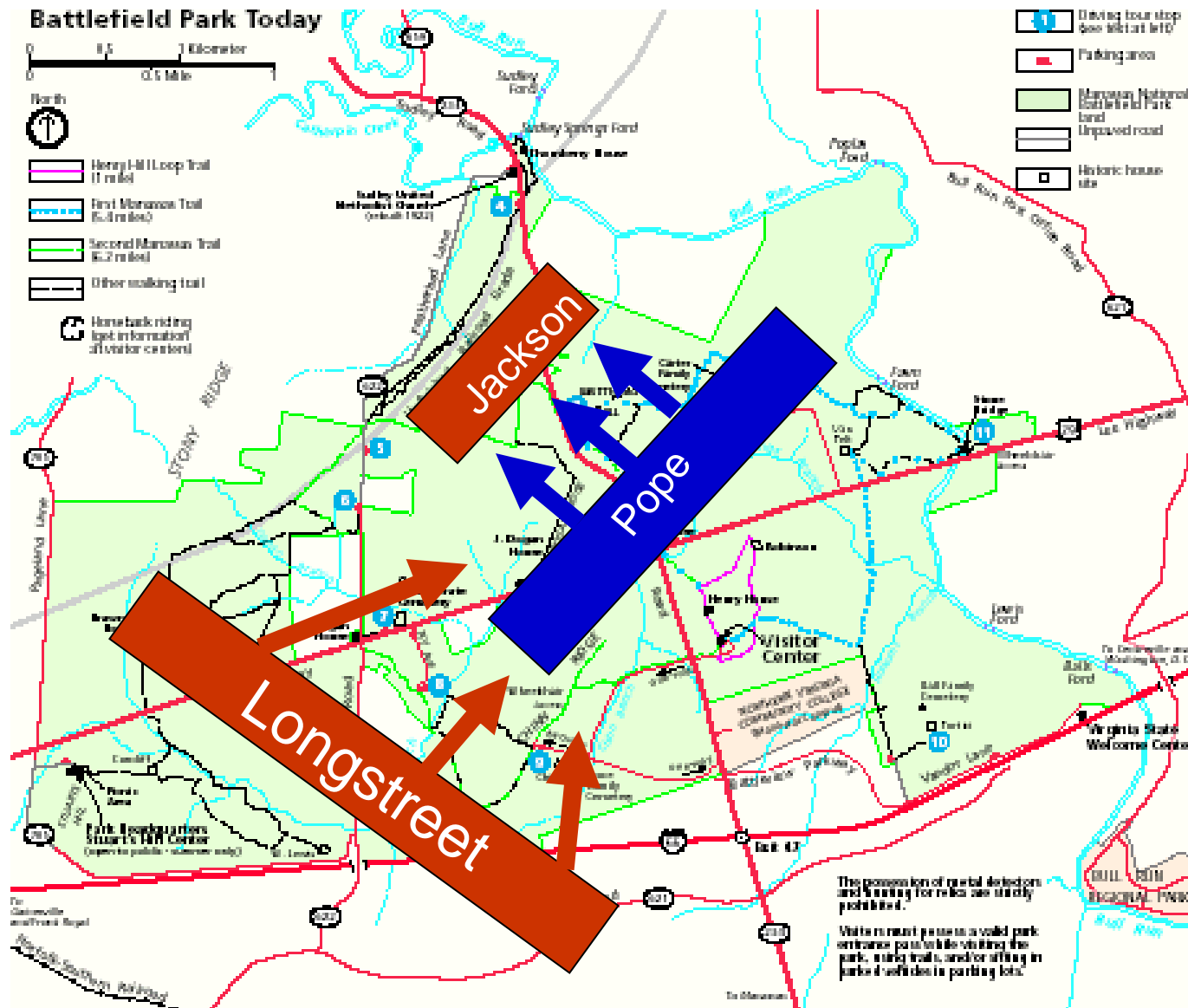
The first reading of the Emancipation Proclamation before the cabinet

July and August 1862



Robert E. Lee goes on the offensive, leaving some troops behind to keep McClellan bottled up, marching the bulk of his army northward toward Washington. McClellan is ordered to abandon his peninsula campaign and reinforce Washington. Stonewall Jackson maneuvers behind the Union Army commanded by General Pope, provoking it to fall back northward. Jackson initiates a battle near Manassas, VA, and holds his ground while Generals Lee and Longstreet advance to his support. Longstreet's flank attack completely surprises the Union army commanded by General Pope. The Union Army retreats to the defenses of Washington. Because McClellan delayed his withdrawal, his armies arrive too late to play a significant role in the Battle of Second Manassas.

Second Bull Run (Manassas) – A Union Disaster



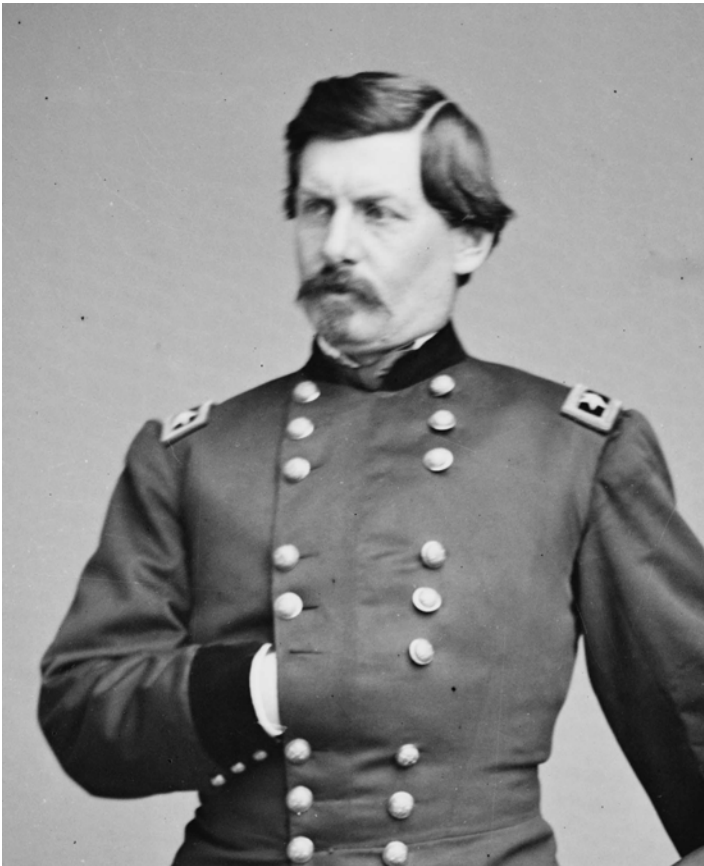
Lincoln Tries Again



MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1861	1861	1861	1861	1861	1861	1861	1861	1861	1861	1862	1862	1862	1862	1862	1862	1862	1862	1862

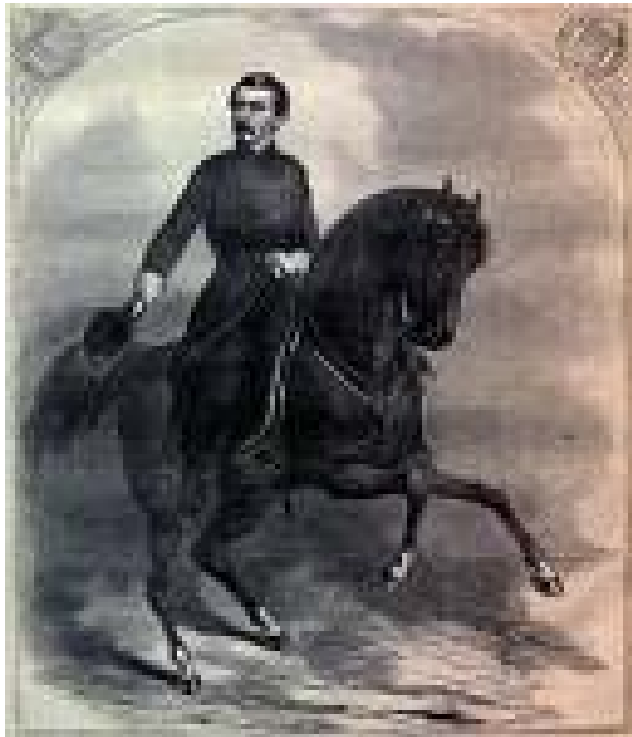


General Henry Halleck



September 1862 – McClellan Triumphant

SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17



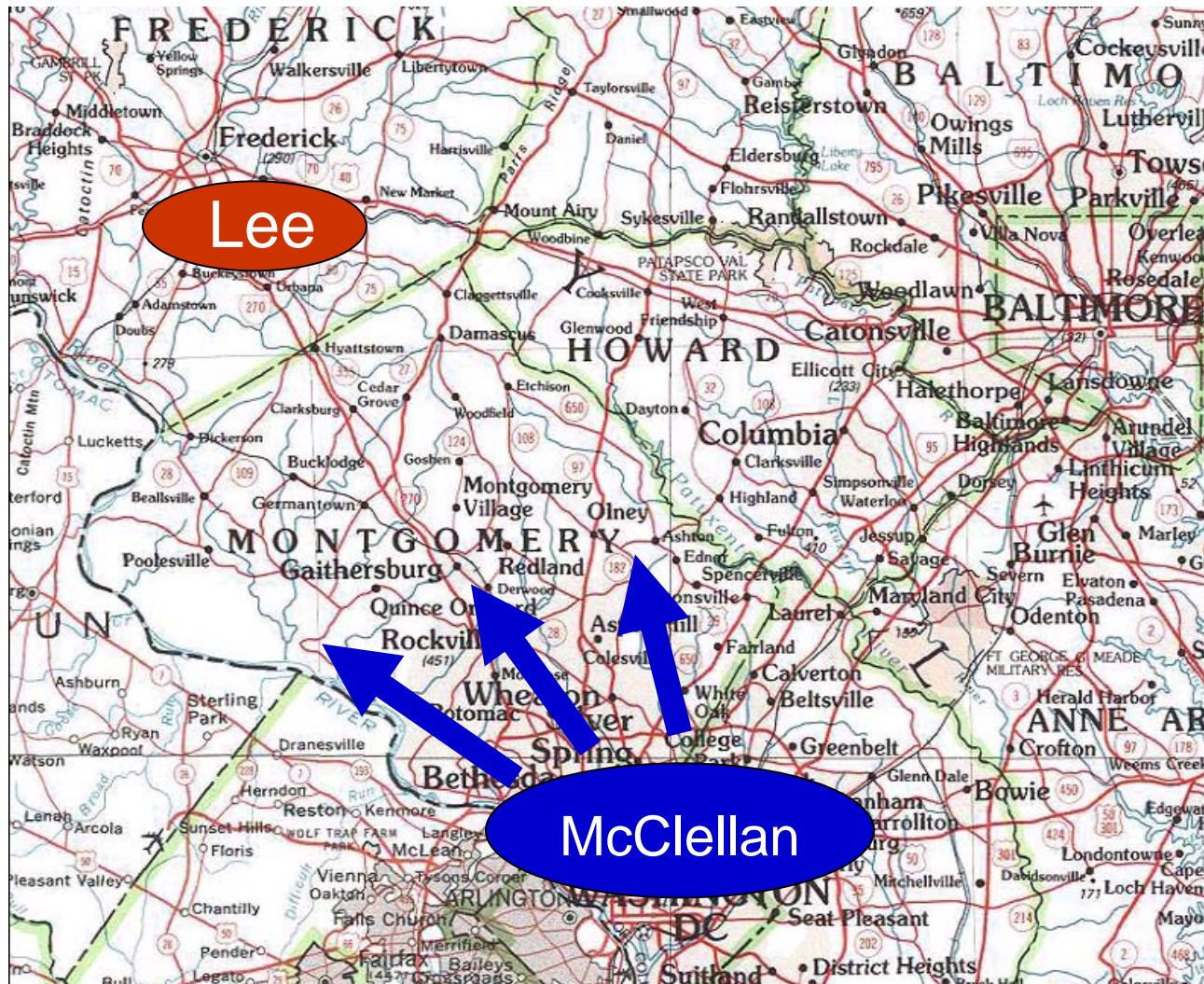
Artist's Depiction, McClellan,
September 1862



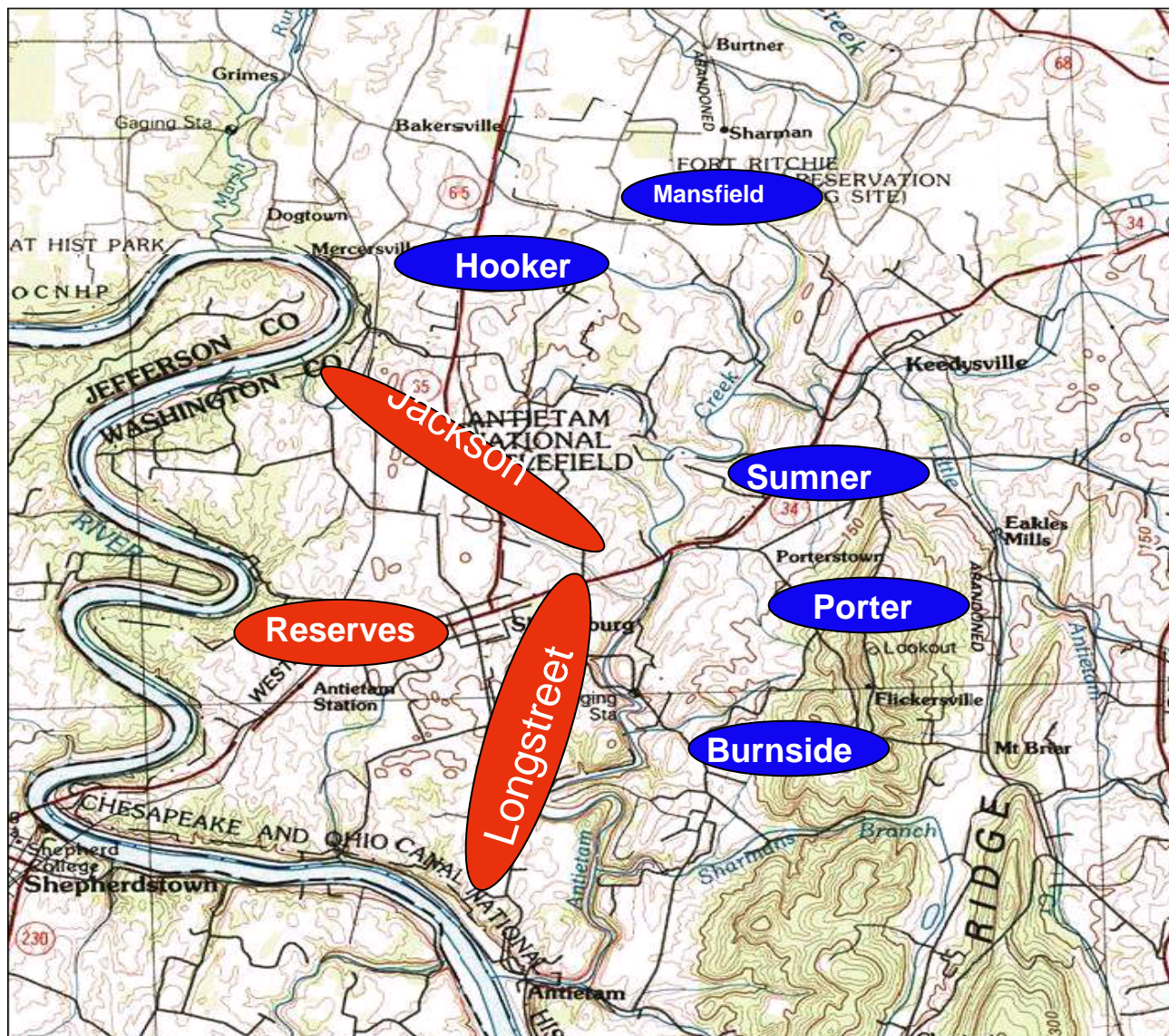
Political Cartoon, McClellan
& Lincoln,
September 1862

MCClellan Takes the Field

SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP	SEP
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	



Antietam, Sept 16, 1862 - the Eve of Battle



Antietam – 23,000 American Casualties in 12 Hours



Photos from exhibit at the Brady Gallery in New York City titled "The Dead at Antietam".

New York Times review -

"The dead of the battle-field come up to us very rarely, even in dreams. We see the list in the morning paper at breakfast, but dismiss its recollection with the coffee... Mr. Brady has done something to bring home to us the terrible reality and earnestness of war. If he has not brought bodies and laid them in our door-yards and along streets, he has done something very like it."

Lincoln Sees an Opportunity

- September 22 – Lincoln issues preliminary Emancipation Proclamation.
 - *Lincoln – “I must do the best I can and bear the responsibility of taking the course which I feel I ought to take...I can only trust in God I have made no mistake...it is now for the country and the world to pass judgment on it”.*
 - *Lincoln – “God had decided this question in favor of the slaves”.*

January 1, 1863, By the President of the United States of America, A Proclamation.

by virtue of the power in me vested as Commander-in-Chief, of the Army and Navy of the United States ... I do order and declare that all persons held as slaves ..., are, and henceforward shall be free; and that the Executive government of the United States, including the military and naval authorities thereof, will recognize and maintain the freedom of said persons...

After the Battle



Lincoln Visits McClellan Following the Battle of Antietam

Leadership Quiz (Multiple Choice)

You have been selected for a very important senior management position. You should:

- A. Surround yourself with people that you need to help you do your job
- B. Surround yourself with people that your agency needs to help you do your job

You have selected a person to be your deputy. This person consistently agrees with you and backs your decisions. Which of you is unnecessary?

- A. You
- B. Your Deputy

Columbia Accident Investigation Board, Report Volume 1, August 2003

Chapter 8.1 - History is not just a backdrop or a scene-setter. History is cause. History set the Columbia and Challenger accidents in motion...

Finding F7.4-10 – NASA... does not have a constructive program to use past lessons to educate engineers, managers, astronauts, or safety personnel.

*...management techniques unknowingly imposed **barriers that kept at bay** both engineering concerns and **dissenting views**, and ultimately helped create “blind spots” that prevented them from seeing the danger...*

*...organizational practices...were allowed to develop, including... **barriers which prevented effective communication** of critical...information and **stifled professional differences of opinion**...*

*...it is **difficult for minority and dissenting opinions to percolate up** through the agency’s hierarchy...*

NASA - A History of Success

Old Newspaper Saying - “A dog bites a man. That’s not news. A man bites dog. That’s news!”

Office of Program Analysis and Evaluation (PA&E) Web Site:

Independent Life Cycle Review - A review of the program/project at each life cycle milestone by competent individuals who are not dependent on or affiliated with the program and project

“You can’t grade your own homework, regardless of the position you hold as part of the program and project”



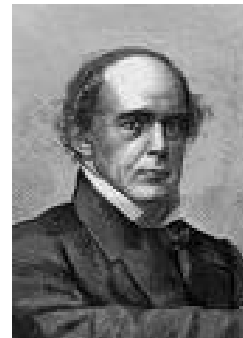
“A Team of Rivals: The
Political Genius of
Abraham Lincoln” by
Doris Kearns Goodwin

March 1865 - The Charleston South
Carolina “Mercury” – *“He has called around
him in counsel the ablest and most earnest
men of his country. Where he has lacked
in individual ability, learning, experience, or
statesmanship, he has sought it and found
it...We turn our eyes to Richmond, and the
contrast is appalling, sickening to the
heart”.*

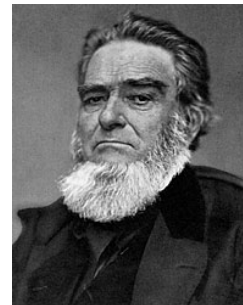
Patrick Henry - *“I know no way of judging
the future but by the past”*



Edwin Stanton,
Secretary of War



Salmon Chase,
Secretary of the
Treasury



Edward Bates,
Attorney General



William Seward,
Secretary of State